

**SME Development Fund/
Dedicated Fund on Branding, Upgrading and Domestic Sales
(Organisation Support Programme)**

Final Report of Approved Project

Project ref. no. : D11-004-003
Project title : “SME Retail Service Excellence” Award
Period covered : From 1 June 2012 to 31 May 2013
(dd/mm/yy) (dd/mm/yy)

1. Project Details

(Please mark with "*" if any of the following project details is different from that in the project proposal appended to the project agreement.)

Project Reference and Title

"SME Retail Service Excellence" Award (Ref: D11-004-003)

Project Summary (in not more than 150 words)

Encouraged by the positive feedbacks from the two SDF projects (D09 002 011 and D10 004 011) undertaken by the Hong Kong Retail Management Association (HKRMA), we launched new suite of SME programmes in 2012/2013 to sustain our effort in encouraging service excellence, continuous learning and enhancing the competitiveness of SME retailers in Hong Kong.

As healthy competition is an effective way to drive improvement and in view of the popular consumer trend of using mobile phone as part of their shopping experience, the HKRMA introduces the following programmes in 2012/2013:

- "SME Retail Service Excellence Award" includes mystery shoppers assessments and Award Presentation Ceremony cum Sharing Session.
- Mobile marketing (APP) includes a SME iPhone APP and 2 briefing sessions.
- Case learning publicity includes SME Retail Conference, case learning newspaper supplement, video and SME Retailers Portal.
- Experiential learning includes retail workshops and company visits.

Project Objective(s) (in not more than 80 words)

- To encourage SMEs' quest for customer service excellence through award programme in our service-oriented economy.
- To provide a platform for fruitful management exchange and stimulate ideas for improvement among SME retailers.
- To help SME retailers experience and capitalize on the rising consumer trend of mobile applications (App).
- To sharpen business knowhow and management knowledge of SME retailers for greater competitiveness.

Grantee /Collaborating/Implementation Organisation Agent

Grantee : Hong Kong Retail Management Association

Collaborating Organisation(s) : N.A.

Implementation Agent(s) : Hong Kong Wireless Development Centre

Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. & Fax No.</u>
Project Co-ordinator	Ms. Ruth Yu	Hong Kong Retail Management Association	Tel: 2866 8311 Fax: 2866 8380
Deputy Project Co-ordinator	Ms. Veronica Fan	Hong Kong Retail Management Association	Tel: 2866 8311 Fax: 2866 8380

Project Period

	<u>Commencement Date</u> (day/month/year)	<u>Completion Date</u> (day/month/year)	<u>Project Duration</u> (No. of months)
As stated in project agreement	1 June 2012	31 May 2013	12 months
Revised (if applicable)			

Methodology Employed

A. SME Retail Service Excellence Award 「零售中小企 優質服務獎」

1. *SME Retail Service Excellence Award*

- ◆ It was a customer service competition with 100 participating SME retailers.
- ◆ The participating SME retailers were assessed through mystery shoppers programme (MSP) for 2 months during November 2012 - December 2012.
- ◆ To assess the customer service standard of the participating SME retailers, 4-22 on-site mystery shopper visits per SME retailer were arranged. Number of visit is calculated according to the retail outlets number. .
- ◆ Individual assessment reports were provided to each participating SME retailers.
- ◆ After the mystery shoppers assessment, a total of 14 SME retailers were selected to receive the awards and recognitions:
 - “SME Retail Service Excellence Award x 3 - Gold Award, Silver Award and Bronze Award” (average score ranking 1st to 3rd)
 - “Outstanding Performance Award” [卓越表現服務獎] x 5 (average score ranking 4th to 8th)
 - “Best Potential Award” [最具潛質服務獎] x 5 (apart from the above top 8 SMEs, average score reaching 90% or above)
 - “Most Like Award” [全城至 LIKE 商戶大獎] x 1 (highest vote number)

2. *Award Presentation Ceremony cum Sharing Session*

- ◆ It was a half-day closing event with 166 participants.
- ◆ The event presented awards to the winning SMEs.
- ◆ A total of 8 speakers were invited to share the tips of customer service excellence and the mobile marketing trend. The speakers included 4 expertises from the trade and 4 winning SMEs.
- ◆ The event was video-taped and uploaded to SME Retailers Portal, Youtube and iPhone APP 購物Guide. The video links were also shared with over 1,200 SME contacts.

B. Mobile APP – iPhone APP “購物Guide”

1. *iPhone App “購物Guide”*

- iPhone App “購物Guide” was developed and launched in November 2012 with 657 download rate.
- It provided an instant platform for SME retailers to experience the promotion impact and customer engagement effect of mobile marketing.
- The APP includes 5 functions, namely “Discount”, “Voting”, “Questionnaires”, “SME Zone” and “News”. SME retailers promoted their products and services to consumers by offering special discount via the iPhone APP. They could get the most updated SME activities and news from the APP. Consumers could enjoy the discount, vote for their most like SME retailers and reflect their comments.
- To boost the download rate, the following initiatives were taken:
 - ◆ Offered additional publicity to participating retailers: top 10 retailers via iPhone voting would enjoy extra publicity in newspaper supplement and the Association’s newsletter;
 - ◆ Encouraged promotion via company websites & Facebook: the icon and URL link of the iPhone App were provided to SME retailers;
 - ◆ Offered supermarket coupons to participating customers: the first 50 voters would enjoy the offer;
 - ◆ Arranged online banners: via websites of HKRMA, SME Retailers Portal, Hong Kong Economic Times (HKET經濟日報), JobMarket and SMB World during Nov and Dec 2012;

- ♦ Published advertorials: HKRMA newsletter, HKET on 26 Nov 2012 & 4 Dec 2012, SkyPost (晴報) on 14 Dec 2012, JobMarket on 7 Dec 2012 and HK360 magazine in Mar 2013;
 - ♦ Promoted at other channels: at conference, seminars and workshops of HKRMA;
 - ♦ Email blasting: via internal and external databases and follow-up calls;
 - ♦ Tent cards: displayed at outlets of the participating SMEs and also at 10 hotel reception concierges.
2. Briefing sessions
- 2 briefing sessions were organized with a total of 79 registrations.
 - 2 experts were invited to explain the iPhone APP and the trend of mobile marketing.

C. Case Learning Publicity

1. SME Retail Conference

- The SME Retail Conference was a kick-off event with 150 participants.
- A total of 6 prominent speakers were invited to share their success stories, management wisdom and also the trend of digital marketing.
- The event was video-taped and uploaded to SME Retailers Portal, Youtube and mobile app “購物Guide”. The video links were also disseminated to over 1,200 SMEs by email.
- Featured stories were also published in Hong Kong Economic Times on 30 Aug 2012 and Job Market on 31 August 2012 in order to expand the size of readership.

2. Case Learning Newspaper Supplement

- Newspaper supplements were released on Hong Kong Economic Times on 15 Apr 2013, Job Market on 19 Apr 2013, Headlines on 11 Apr 2013 and Metro Daily on 19 Apr 2013 sharing the success tips of the SME Service Excellence Award winning companies.
- The stories were a kind of recognition and also a role model to other Hong Kong SMEs.
- The supplements were uploaded to SME Retailers Portal and disseminated to over 1,200 SME retailers by emails for ongoing sharing.

3. Case Learning Video

- To share the success tips, the SME Service Excellence Award winning companies were invited to produce case learning videos.
- A total of 5 videos were produced and uploaded to YouTube, SME Retailers Portal and SME mobile APP “購物Guide” for ongoing sharing.
- The video links were also shared with over 1,200 SME retailers.

4. SME Retailers Portal

- In view of the increasing usage of smartphone, the SME Retailers Portal was enhanced with mobile version.
- SME activities and information will be updated in both desktop and mobile versions.
(<http://sme.hkrma.org>)

D. Experiential Learning

1. Retail Workshops

- A total of 8 workshops were organized with 244 participants.
- The workshops covered 4 main aspects, namely Sales & Marketing, Customer Service, Store Operations and Human Resources.

2. Retail Company Visits

- 2 company visits were organized to Pizza Hut and The Dairy Farm Group with 58 participants.
- During the visits, Pizza Hut and The Dairy Farm Group shared their experience and practical tips on building service culture as well as their training and development programmes.

2. Summary of Project Results

Project Deliverables

(Please list out the targeted project deliverables as stated in the project proposal appended to the project agreement and provide details of actual result achieved, including beneficiaries, for each of them.)

Project Deliverables	Target Result	Actual Result	Beneficiaries
A. SME Retail Service Excellence Award 「零售中小企 優質服務獎」			
1. “SME Retail Service Excellence Award”	100 SME retailers	100 SME retailers	SME retailers
2. Award Presentation Ceremony cum Sharing Session*	150 participants	166 participants	SME retailers
B. Mobile APP			
1. iPhone APP “購物 Guide”	1,500 download	657 download <i>(Reason: The market share of iPhone dropped from 48% in 2011 to 30% in early 2013.)</i>	SME retailers
2. Briefing sessions*	2 briefing sessions 50 participants	2 briefing sessions 79 registrations (39 registrations did not show up)	SME retailers
C. Case Learning Publicity			
1. SME Retail Conference*	150 participants	150 participants Event highlights in HKET on 30 Aug 2012 and Job Market on 31 Aug 2012	SME retailers
2. Case Learning Newspaper Supplement	600 SME retailers	- Case Learning Newspaper Supplements were released on : 11 Apr 2013 Headlines : 15 Apr 2013 HKET : 19 Apr 2013 Job Market : 19 Apr 2013 Metro Daily - Disseminated to over 1200 SMEs contacts via email - Upload to SME Retailers Portal to share with the public	SME retailers and public

Project Deliverables	Target Result	Actual Result	Beneficiaries
3. Case Learning Video	600 SME retailers	<ul style="list-style-type: none"> - Videos of Retail Conference, Award Presentation Ceremony and Award winning companies were produced. - Video links were disseminated to over 1,200 SMEs contacts via email - Upload to Youtube, SME Retailers Portal and iPhone APP “購物Guide” to share with the public 	SME retailers and public
4. SME Retailers Portal	Upgraded with mobile version	<ul style="list-style-type: none"> - Mobile version of existing website (http://sme.hkrma.org) was developed. - Information was updated in both desktop and mobile versions in parallel. 	SME retailers and public

D. Experiential Learning

1. Retail Workshops*	8 workshops 160 participants	<ul style="list-style-type: none"> - 8 workshops were held - 244 participants (772 registrations) 	SME retailers
2. Retail Company Visits*	2 company visits 30 participants	<ul style="list-style-type: none"> - 2 company visits were arranged to Pizza Hut & Dairy Farm - There were total 58 participants 	SME retailers

**For details, please refer to Appendix A*

Actual Benefits to SMEs/Enterprises

(Please indicate in clear, specific, tangible and quantifiable terms the benefits of the project and its contribution to enhancing the competitiveness of Hong Kong's SMEs / enterprises in general or SMEs / enterprises in specific sectors / assist Hong Kong enterprises in general or in specific sectors in developing brands, upgrading and restructuring business operations, and promoting domestic sales in the Mainland, in not more than 400 words.)

SME Retail Service Excellence Award encouraged SME retailers to achieve service excellence hence uplifting the overall customer service standard. 100 quotas were filled up quickly with 15% over-subscribed. Based on 53 replies, 94% SMEs indicated that the Award was helpful in enhancing their competitiveness.

Mystery Shoppers Programme (MSP) reports provided useful indicators and recommendations for improvement. The reports showed the service performance of individual outlets, overall average performance as well as service gap against the best SME retailers. The figures were useful indicators for improving service level and business development. The recommendations helped SME retailers to understand their weaknesses and strengths as well as the business positioning.

Award Presentation Ceremony enhanced the market recognition of SME retailers and set as role module to other SMEs. The Ceremony was attended by 166 participants. A total of 14 SME retailers were recognized with their outstanding service performance. The Award winners shared their success tips with other SME retailers at the Ceremony. Based on 68 replies, the overall satisfaction rate was 88%.

iPhone APP "購物Guide" provided an interactive and creative joint promotion platform for SME retailers. SME retailers could promote their products and services to consumers by offering special discount. The APP was useful in building up relationship with customers and exploring new business opportunity.

Briefing sessions on mobile marketing shared the most updated information. The two briefing sessions were registered with 79 participants. Based on 37 replies, the overall satisfaction rate was 89%.

Retail Conference conveyed the latest retail development. The Conference invited 6 experts to share the latest development of mobile marketing and their insights on business sustainability. During the panel discussion, participants enjoyed a vivid exchange of experiences in operation and HR management with the speakers, making the Conference a success. Based on 50 replies, 80% respondents satisfied with the Conference overall.

Case learning newspaper supplements shared the best practices with the public. The best practice of the Award winners were shared in major dailies and free newspapers generating substantial publicity and awareness.

Case learning videos shared insights of customer service excellence via online and mobile APP. A total of 5 case learning videos were produced and shared with over 1,200 SMEs and the public via YouTube, HKRMA SME Portal and iPhone APP.

SME Retailers web portal in mobile version disseminated information effectively. With the enhancement of the web portal with mobile version, mobile users could access the information easily.

Retail workshops and company visits bring inspirations to SMEs. 244 participants attended 8 SME workshops while 58 participants attended 2 company visits to Pizza Hut and The Dairy Farm Group Ltd. Feedbacks on retail workshops and company visits were encouraging. The overall satisfaction rate was 88% for retail workshops and 100% for company visits.

In sum, participating SME retailers showed high satisfaction rate and found the services were useful:

Services	No. of participants	No. of evaluation forms received	% of participants satisfied with the service	% of participants will apply the knowledge gained in the service	% of participants indicated the services were useful in enhancing their competitiveness
SME Service Excellence Award	100	53	98	98	94
Award Presentation Ceremony	166	68	88	99	88
Mobile APP	657 users	3	100	100	100

Services	No. of participants	No. of evaluation forms received	% of participants satisfied with the service	% of participants will apply the knowledge gained in the service	% of participants indicated the services were useful in enhancing their competitiveness
Briefing Session	79*	37	89	84	67
Retail Conference	150	50	80	90	66
Workshop	244	233	88	95	81
Company Visits	58	48	100	94	98
Total	1,454	492	-	-	-

*79 persons registered the briefing session with 39 persons did not show up.

Milestones (in chronological order)

(# Please indicate if the milestone is completed (C), deferred (D) or not achieved (N). If it is deferred, please indicate the revised completion date. For those milestones which are deferred or not achieved, please also provide the reasons under item 2.4.)

	<u>Milestone</u> (as set out in the approved project proposal appended to the project agreement)	<u>Original target completion date</u>	<u>Revised target completion date</u> (if applicable)	<u>Status</u> (C/D/N) #
(a)	Commencement of Project	1 Jun 2012	N.A.	C
(b)	SME Retail Conference	Aug 2012	N.A.	C
(c)	SME Retail Service Excellence Award	May 2013	N.A.	C
(d)	Retail Workshops	May 2013	N.A.	C
(e)	Mobile APP	May 2013	N.A.	C
(f)	Company Visits	May 2013	N.A.	C
(g)	SME Retailers Portal	May 2013	N.A.	C
(h)	Award Presentation Ceremony cum Sharing Session	May 2013	N.A.	C
(i)	Case Learning Newspaper Supplement	May 2013	N.A.	C
(j)	Case Learning Video	May 2013	N.A.	C
(k)	End of Project	31 May 2013	N.A.	C

Marketing/Dissemination Activities (in chronological order)

(Please provide details of all completed and on-going promotional and/or dissemination activities for each of the project deliverables. Such activities may include advertisements, seminars, workshops, etc.)

<u>Date/ Period</u>	<u>Description</u>	<u>No. of beneficiaries</u> (Please specify whether they are SMEs or not)	
		Total	SMEs
(1) Promotion through HKRMA Channels			
Aug 2012 – Apr 2013	(a) eDM to HKRMA SME retailers databases	1,200+	1,200+
	(b) Trade Publication Featured articles in HKRMA newsletters “Retailers” and online version (circulation of 1,300 to retailers & retail-related organizations)	1,300	N.A.
	(c) Websites Posting at www.hkrma.org and http://sme.hkrma.org	N.A.	N.A.
	(d) HKRMA Events e.g. Annual Ball, seminars, workshops, conference, focus group)	N.A.	N.A.
(2) Media Partnership			
Aug 2012 – Apr 2013	Media partnership with Hong Kong Economic Times (HKET) and Job Market for promotions of the project activities. The free-of-charge promotions included: <ul style="list-style-type: none"> - SME Retail Conference post event highlights by HKET and Job Market; eDM for recruitment by Job Market - iPhone App “購物 Guide” promotional print advertisement in HKET, SkyPost, and Job Market; eDM by Job Market; online banners by HKET and Job Market - SME Service Excellence Award recruitment print advertisements by HKET and Job Market; recruitment eDM by Job Market - Award Presentation Ceremony winners’ supplement by Job Market; highlight column in Headlines; recruitment eDM by Job Market, online banners by HKET and Job Market 	N.A.	N.A.
(3) Joint Promotion			
Aug 2012 – Apr 2013	Message dissemination by SME-related organizations via eDM or website posting or leaflet placement. The organizations included: <ul style="list-style-type: none"> - SUCCESS - HKCSS-HSBC Social Enterprise Business Centre - WTIA - No Fake Pledge Scheme Issuing Body, including Hong Kong & Kowloon Electrical Appliances Merchants' Association Limited, the Hong Kong Coalition for Intellectual Property Rights of the Federation of Hong Kong Industries, the Hongkong General Chamber of Pharmacy Limited, the Hong Kong Jewellers' & Goldsmiths' Association, the Hong Kong Record Merchants Association Ltd., the Hong Kong Retail Management Association, the Chamber of Hong Kong Computer Industry, The General Chamber of Hong Kong Ceramic Tiles And 	N.A.	N.A.

	Sanitary Wares Limited - Trade Development Council (TDC) - Hong Kong Productivity Council (HKPC)		
(4) Promotion			
Jun-Aug 2012	Promotion of SME Retail Conference - HKRMA SME retailers database by eDM and telemarketing - WTIA membership by eDM - TID SUCCESS online Newsletter by eDM - HKCSS-HSBC Social Enterprise Business Centre event by leaflet display - Job Market database by eDM - HKET post-event highlight on 30 Aug 2012 - Job Market post-event highlight on 31 Aug 2012	1,200+ 700+ N.A. N.A. N.A. N.A. N.A.	1,200+ 700+ N.A. N.A. N.A. N.A. N.A.
Jul - Sep 2012	Promotion of SME Service Excellence Award - HKRMA SME retailers database by eDM and telemarketing - Job Market database by eDM - TID SUCCESS online Newsletter by eDM - HKCSS-HSBC Social Enterprise Business Centre event by leaflet display - DirectLead by eDM - AMOY shopping mall by direct selling	1,200+ N.A. N.A. 40+ 5,000 50+	1,200+ N.A. N.A. 40+ 5,000 50+
Nov 2012 – May 2013	iPhone App”購物 Guide” - HKRMA SME retailers database by eDM - HKRMA membership database by eDM - HKRMA Service & Courtesy Award facebook - Job Market by eDM - Advertorial by HKET on 26 Nov 2012 & 4 Dec 2012, Sky Post on 14 Dec 2012 and Job Market on 7 Dec 2012 - Online banners on HKET and Job Market websites in Dec 2012 - TDC website - HK360 magazine - Display tent card at 10 local Hong Kong Hotels	1,200+ 1,100+ N.A. N.A. N.A. N.A. 50,000+ N.A.	1,200+ N.A. N.A. N.A. N.A. N.A. N.A. N.A.
Jan-Apr 2013	Promotion of Retail Workshops - HKRMA SME retailers database by eDM	1,200+	1,200+
Mar 2013	Promotion of SME Service Excellence Award Presentation Ceremony - Job Market by eDM - NewcomeDirect by eDM - TID SUCCESS online Newsletter by eDM - EPRC by eDM - WTIA website - TDC website	N.A. 60,000 N.A. 20,000 N.A. N.A.	N.A. 60,000 N.A. 20,000 N.A. N.A.

	<ul style="list-style-type: none"> - HKCSS-HSBC Social Enterprise Business Centre website - BannerSHOP facebook - Print advertisement on Job Market on 8 Mar 2013 and HKET on 18 Mar 2013 	N.A.	N.A.
Mar – Apr 2013	Promotion of Study Tours <ul style="list-style-type: none"> - HKRMA SME retailers database by eDM 	1,200+	1,200+
Apr 2013	Promotion of Award winners <ul style="list-style-type: none"> - Award winners' newspaper supplements were published on HKET on 15 Apr 2013, Job Market on 19 Apr 2013, Metro Daily on 19 Apr 2013; highlight column in Headlines 11 Apr 2013 - Newspaper supplements were uploaded to SME Retailers Portal and iPhone APP “購物 Guide” and disseminated to HKRMA SME Retailers database - Videos of Award winners were uploaded to Youtube, SME Retailers Portal and iPhone APP “購物 Guide” - Video links of Award winners were disseminated to HKRMA SME Retailers database and Job Market by eDM - Video links of Award winners were promoted by online banners on HKET website and Job Market website in Apr 2013 	N.A.	N.A.
		1,200+	1,200+
		N.A.	N.A.
		1,200+	1,200+
		N.A.	N.A.
(5) Dissemination of Activities			
Jul 2012 – Apr 2013	SME Retail Service Excellence Award	100	100
23 Aug 2012	SME Retail Conference	150	150
Aug 2012 - May 2013	SME retailers portal	N.A.	N.A.
Nov 2012 – May 2013	iPhone APP “購物 Guide” (Download Users)	657	N.A.
Nov 2012	iPhone APP Briefing Sessions	79	79
Jan 2012 – May 2013	SME Retail Workshops	244	244
9 Apr 2013	Award Presentation Ceremony cum Sharing Session	166	166
15 & 19 Apr 2013	Case Learning Newspaper Supplements	1,200+	1,200+
Apr 2013	Case Learning Video	1,200+	1,200+
Apr - May 2013	SME Retail Company Visit	58	58

Total no. of beneficiaries - no. of SMEs : 98,587

no. of companies which are not SMEs : N.A.

Future Plan for Promoting the Project Deliverables

The retail workshops were welcomed by SME retailers with over-subscribed by 300%. The Association will continue to arrange training sessions for frontline staff.

The case learning newspaper supplements and videos were role modules for the SME retailers. The supplements and videos were uploaded to SME Retailers Portal for ongoing sharing.

In order to sustain the support of SME retailers, the Association will apply for a new SME Development Fund to enhance the competitiveness and service standard of SMEs in Hong Kong.